85-0227

ROUTING AND RECORD SHEET

SUBJECT: (Optional)				
Information Management Surveys				

FROM:	EXTENSION	NO.	STAT
Director of Information Services 1206 Ames Building		DATE	STAT

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. EO/DDA 7D18 Headquarters	18/1			Harry, Attached for your information is a copy of our survey report on OIA's information management practices and a memo from the D/OIA to
2.				D/Management, Planning & Services (D/MPS) commenting on the report.
3. ADDA	18 JAN 1985			Wayne Strand's memo highlights the value of good records management practices brought out by the survey
4.				and how similar surveys could help other DI offices. His memo
5. DDA	22 JAN 1985			primarily focuses on records retirement and the potential for space savings. Unfortunately, the
6.				document barely mentions the other survey findings that have a long
7.				range impact. The D/OIA's memo has initiated a request from the C/MPS/DDI to brief DI offices on our
8.				survey capabilities.
9.				STAT and some of his people are currently preparing a briefing for the DI Administrative Officers on our survey
10.				capabilities. I will provide you more on this as soon as we firm up our plans.
11.				If you have any questions regarding the OIA survey or our survey program in general, please
12.				contact me at your convenience. STAT
13.				
14.				Good work!
15.				22 JAN 1985

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OIS 84-654
20 December 1984

MEMORANDUM FOR: Director, Imagery Analysis

FROM: STAT

Agency Records Management Officer
Office of Information Services

SUBJECT: Survey of OIA Records Management Program

1. Attached is the finalized survey report prepared by this Division on OIA's information handling and records management practices. As you are aware, two members of IRMD met with Messrs. [   ] and   STAT
[   ] of your staff to discuss the report and to exchange ideas about   STAT
implementing the changes recommended.

2. During this discussion, [   ] discussed OIA's views regarding   STAT
the report and the recommendations. He expressed OIA's general agreement with the report's findings and a desire to hire an annuitant with the requisite expertise to assist [   ] in implementing the recommendations.   STAT

3. Our offer to assist you in obtaining the services of an annuitant with the appropriate background to fulfill this undertaking was readily accepted. We will contact two individuals that we have in process to determine if they would be willing to work with your staff for a few months. We will inform you of the results of these discussions as soon as possible. If neither individual is available, we will attempt to identify another annuitant for you or to work out some other arrangement for implementation.

4. We appreciate having the opportunity to survey your Office and the wholehearted cooperation given to us by members of your staff during this process. We believe that adopting the recommended changes will result in more effective handling and storage of information in OIA, as well as greater efficiency in the use of space and analyst time.

5. If you or any member of your staff have any questions or need additional information, please contact [   ] on extension [   ] or   STAT
[   ]   STAT

STAT

Attachment:
  As stated

SURVEY OF INFORMATION HANDLING
AND RECORDS MANAGEMENT PROGRAM IN
THE OFFICE OF IMAGERY ANALYSIS

INTRODUCTION

1. At the request of the Director, Imagery Analysis, a survey of the information handling and records management procedures in the Office of Imagery Analysis (OIA) was conducted during the period of 16 July - 31 August 1984. The survey was carried out by _____ members of the   **STAT** Information Control Branch, Information Resources Management Division, Office of Information Services, and _____ the DI Records Management Officer (RMO).   **STAT**

2. The D/OIA requested a records survey and paper flow study to assist OIA in reducing its records holdings in anticipation of restructuring some division work areas and relocating its Registry later this year. Accordingly, the survey focused on the Registry's unique film (imagery) services and information handling functions, as well as the disposition of film and hardcopy collections held by branch analysts. The survey also included a review of OIA's Records Management Program.

3. In order to get a better understanding of how the Registry operates and interacts with the components served, the survey team interviewed Registry personnel and observed and discussed each function to determine the services being provided, the methods and procedures being used, and the reasons for operating as presently established. Discussions were also held with members of the Executive Staff, Production Group, and the five line divisions including all 15 branches. In the process of gathering further information, interviews were also conducted with personnel of the National Photographic Interpretation Center (NPIC) Registry, film library, and printing services branch regarding the registry support that they provide to OIA. Personnel throughout OIA and the NPIC components were most cooperative and helpful to the survey team. The following paragraphs summarize the survey findings, and specific recommendations are attached at Tab A.

SURVEY FINDINGS

RELATIONSHIP WITH NPIC

1. A host-tenant relationship which has always existed between NPIC and OIA has created a dependency on NPIC support in many areas. This relationship apparently is a result of working agreements and physical security considerations _____   **STAT**

2. For security reasons NPIC Registry acts as the focal point for the pickup and delivery of all mail _____ It also provides or supports   **STAT** other registry services for OIA. It controls OIA's incoming and outgoing Sensitive Compartmented Information (SCI), receives and transmits facsimile messages via the WASHFAX, LASERFAX and DACOM systems, receives cable traffic electronically via the NPIC communication facility, pouches SCI material overseas, disseminates a high volume of OIA finished intelligence publications, and also provides courier service within the building. While the NPIC Registry should continue to provide most of these services because it has the resources and expertise to do so, its involvement in document control and courier service seems to fragment OIA's paper flow, cause duplication of effort, and create unnecessary delays.

PAPER FLOW AND DOCUMENT/FILM CONTROL

Mail that is picked up and delivered [   ] must be exchanged at   STAT
the loading dock adjacent to the NPIC Registry. The Agency Headquarters
couriers provide this scheduled service three times a day at 0930, 1130, and
1430. NPIC provides courier service within the building twice a day at 0830
and 1330. In comparing the two schedules, it seems there are not enough
internal runs and they are not in line with the Headquarters courier schedule.
While the NPIC courier schedule may suffice for outgoing mail, incoming mail
arriving at NPIC at 0930 and 1130 must wait until 1330 for delivery and mail
arriving at 1430 must wait until the next day for delivery. Since NPIC logs
all incoming and outgoing SCI documents in its automated system, OASIS, further
delay may be experienced if documents are not processed in time to meet the
scheduled runs. NPIC's control of OIA documents, moreover, is no longer
necessary since OIA Registry has a newer automated system, Common Use Automated
Registry System (CARS), that can better handle this function.

The OIA Registry is organizationally under the Production Group. It is
staffed by four MI Career Sub-Group positions -- Records Administrative Officer
(GS-09) and three Information Control Assistants (GS-06). Although OIA
Registry acts as sub-registry to NPIC, it functions more like a film library
than a registry. It does provide limited document control and registry
services for OIA correspondence, but its primary responsibility is the receipt,
control, dissemination, and destruction of imagery (satellite and aircraft
film) and the maintenance of a facility similar to a film reference library to
house copies of this imagery.

OIA Registry personnel spend the greater part of their time attending to
the film responsibilities of the office, including the control and distribution
of film to OIA components. The film is received from NPIC in packets of
individual frames (flat film) or in cans of roll film. Packets of frames are
received three times a day, while boxes of roll film arrive in bulk shipments
approximately one to three months apart. Manifests accompanying the shipments
of flat film are used by the Registry to control individual frames. OIA Form
1206 (Film Control Record) is used to control cans of roll film. However, film
control still breaks down at the registry and branch level because of unlimited
access by users to the film holdings in the registry and loose control
procedures throughout OIA.

In addition to control and distribution of film, the Registry maintains a
reference library of film received for use by the analysts. The Registry
receives its own set of flat film in the initial shipment, but it must build
its reference set of roll film as the components return the cans of film for
destruction. This procedure is cumbersome and inefficient because analysts may
hold the film for months before returning it. Moreover, it is returned minus
the film frames that have been "chipped," thereby reducing the value of the
registry collection and further breaking down film control.

In performing its limited registry services, OIA Registry controls only
incoming SCI material and the very few Top Secret collateral documents it
receives. This control is recorded via the CARS down to the division level.

2

The Registry sorts and slots cables and other correspondence for pickup by the Division secretaries. The Division secretaries manually log these same documents again to the branch level, but provide no feedback to the registry concerning document location at that level. Outgoing collateral documents are controlled and packaged by the Division secretaries while SCI material is controlled and packaged by the NPIC Registry. The limited control of incoming documents and the fragmented flow of outgoing documents restricts the ability of OIA Registry to provide routine document handling services. It also limits the Registry's effectiveness in serving, like most registries, as a center for document retrieval and for providing information on the status of documents or satisfying accountability requirements.

The Registry also services an adjacent facility housing a facsimile machine and two hetra printers. In the past, the Registry was quite active in this role, but has gradually reduced its participation in and control of this operation.

OIA REGISTRY - PERFORMANCE AND RELATIONSHIPS

Operating within the framework of the Production Group, the Records Management Officer, who is also the Chief of the Registry, has not had the stature needed to gain the respect and cooperation of those being served, especially, when it comes to the reduction of file holdings or the acceptance of changes in operating procedures. Also, the grade structure of the Registry staff does not officially provide for one of the information control officers assuming leadership of the registry when the chief is not available.

In discussions with all levels of OIA personnel, it was mentioned several times that the Registry was not as responsive as it should be, that the noise level in the office is disturbing, and the registry personnel do not seem to be fully occupied.

This perception of the Registry can be attributed, at least in part, to the following factors:

1. The Registry is located directly in front of the main passage to and from OIA. The office area of the Registry is open-ended and exposed to the view of passers-by.

2. The arrangement of the work stations in the Registry creates a roundtable effect, encouraging unnecessary conversation at times.

3. This arrangement also requires some of the registry personnel to sit with their backs to the registry entrance, causing slower reaction to customers.

4. A few members of the staff are somewhat inexperienced in registry functions. They are not sure of their role and not fully prepared to perform some duties because of inconsistent operating procedures and lack of written guidelines.

3

5. The overall physical layout of the Registry is poor. The location of equipment, desks, and work tables prevents efficient movement and communication by registry personnel within the area.

6. The Registry must share its black line with another office. Also, one registry member works at a desk without a phone.

7. The film responsibility, which is the Registry's biggest account, creates periods of high and low activity. The lack of more information control duties to offset the low periods of film activity gives the impression that the Registry is not busy overall.

FILES DISPOSITION

Very few of the analysts and clerical personnel interviewed had ever retired film or paper holdings to the Agency Archives and Records Center (AARC). Most personnel did not know the administrative procedures for transferring records to AARC nor did they know who to contact for guidance on these matters. Also, they seemed reluctant to trust the system because they were uninformed on how it operates and the services it provides. Therefore, OIA records holdings in the form of film and paper have accumulated freely over long periods of time, some as far back as the 1940s, but most during the last fifteen years. Film has been one of the fastest growing media in OIA's holdings. The majority of both professional and clerical personnel indicated that some portion of their holdings could be either destroyed or transferred to AARC for permanent or temporary retention but they just did not have time to review their files. This was due to a heavy workload or because it was not a priority responsibility.

FILES MANAGEMENT

Each analyst averages at least one conserv-a-file unit containing film and paper holdings. These files are usually kept according to the preference of the individual analyst. The condition of these files ranges from neat and orderly to disheveled and disorganized; the majority fall somewhere in between. In many cases, file folders contain obscure headings, file drawers are not labeled, and folders are filed according to frequency of use rather than in some systematic order. There are no indexes to these files and no standard filing systems among the analysts. This causes much reliance on the institutional memory of the individual who maintains the file and prevents others from retrieving documents readily, if at all. In a few divisions analysts rely mainly on centralized branch files instead of individual analyst files. This approach, by merging individual collections, eliminates duplication and saves space. A central files index makes maintenance and retrieval easier, and the centralized effect makes the files more accessible to branch personnel. The branch concept is effective when analysts share common target facilities. The individual concept is effective when an analyst is responsible for a particular target.

In relation to the condition of the files, the analysts commented on the shortage of clerical assistance in OIA. They feel the addition of more branch secretaries and intelligence assistants would help improve the condition and effectiveness of their holdings.

4

Front Office and Division level records holdings are minimal compared to the branches. The records consist of basic administrative files and are generally in good condition, organized, and indexed in a consistent manner.

FILES EQUIPMENT AND SUPPLIES

The files equipment in the branches is not compatible with the different sizes and formats of film. The inventory of conserv-a-file units, file cabinets, film cabinets, map cabinets, and open shelf units has become a hodgepodge collection. This is a result of individual branch acquisition of filing equipment to accommodate the changes in film size and format, as well as the ever-growing collection of paper records.

The shelves of many conserv-a-file units are not high enough to allow vertical filing of the old film format. At the same time, the drawers of these units are too high to file the latest film size, which is only 5" high, without wasting storage space. Also, these units were not built to hold the weight of film and are showing signs of overloading.

The film cabinets currently in use make it necessary to trim the film to fit the 8 inch wide twin rows of each drawer. In a few months, this equipment will be obsolete because the new film format will be 11 inches wide.

The compact movable shelving in the registry consists of 36 inch wide sections containing adjustable shelves that are 12 inches deep. This shelving is adequate to house the cans of roll film and the individual frames. The only problem in connection with the shelving is a lack of suitable trays to hold the frame film.

There do not seem to be enough filing supplies to properly maintain the film files, and there is little uniformity in the types of supplies used. Therefore, analysts sometimes have to spend valuable time taking makeshift steps to meet filing needs. For example, plastic sleeves protecting large frames are being cut down to reuse for the new smaller size. The same is being done with the manila file jackets used to hold the film. Even cardboard boxes used to ship the film are being used as file containers.

FORMS

OIA is not officially on record in the Agency Forms Program as the originating office or office of primary interest for the forms they have created. This is because OIA looks to NPIC for forms assistance and printing services. By not going through the Agency forms manager nor following the established procedures of the Agency Forms Program, a number of problems have arisen.

It is difficult to identify OIA originated forms. Some OIA forms carry NPIC form numbers and some do not have any form number. Some NPIC forms have been slightly revised for use by OIA without changing the original form number. This further confuses identification of the originating office. Neither NPIC nor OIA could provide documentation identifying all OIA forms. Through visits with the OIA graphics shop, the NPIC registry, and the NPIC printing services branch, at least twenty forms were eventually identified as OIA forms.

5

ADMINISTRATIVE - INTERNAL USE ONLY

The OIA forms system is confusing, inconsistent, and inefficient. It has no organized method to handle the design, approval, reprint, consolidation, and reproduction of new, reprinted, or revised forms. Also, it does not provide for systematic storage and replenishment of forms. The component RMO is normally responsible for coordinating all phases of the forms process; this is not the case in OIA.

REPORTS

OIA produces various types of intelligence publications. Publications are done on a periodic or an ad hoc basis in the form of intelligence assessments, research papers, reference aids, and typescript memoranda. These publications contain short- or long-term analysis of specific programs, target areas, and facilities.

During discussions with analysts, it was noted that the record case files created when producing publications are not being maintained in accordance with the disposition instructions of the DDI Records Control Schedule, Item 19a(1), titled Intelligence Publication Files. These records are considered permanent and should be transferred to AARC on a yearly basis. The files consist of background papers and supporting documents such as terms of reference, working papers, drafts, outlines, distribution lists, memoranda, and a copy of the finished report. These files are currently held intact in OIA for various lengths of time and then destroyed or broken down and interfiled in other holdings. There are no established procedures for handling these records in accordance with the Records Control Schedule.

Similarly, the maintenance of supplemental copies of OIA publications is not in accordance with Item 19a(3) of the DDI Records Control Schedule which governs the distribution of supplemental copies of DDI publications. Throughout OIA multiple copies of OIA publications are being held for this purpose by Division secretaries, individual analysts, and branch chiefs. These holdings consume valuable storage space and are unnecessary since AARC receives as part of the standard distribution of these publications, a sufficient amount to handle this responsibility.

AUDIO/VISUAL RECORDS

The DDI Records Control Schedule is the official document governing the mandatory disposition of the audio/visual records of the DDI Offices. However, the schedule does not contain an item identifying a file series covering analysts' unique film holdings. Therefore, it is not clear how long OIA should retain an item such as a long-term chronological film collection of a target that would be extremely difficult or impossible to recreate.

The schedule currently provides for film to be deposited at the Agency Archives and Records Center on a temporary basis for six years. Unique film collections may require a longer, if not permanent, retention period. It is the responsibility of the user and the RMO to appraise these collections to determine if longer retention is warranted.

MACHINE-READABLE RECORDS

Machine-readable records are being created by some analysts on the VM system. These automated data bases are being used by the analysts to create files containing excerpts from hard copy reports, to manipulate text and figures, and to keep a chronological log of key citings of target facilities. However, the paper back-up to these automated systems is still being maintained. This practice creates duplicate records in some cases which may be eliminated at a later date.

MICROGRAPHICS

Microfiche is used throughout OIA, but no major application exists at this time. The microfiche is being used mainly to reduce hard copy holdings which have little reference activity such as periodic reports, studies, manuals, predicts, and old administrative files. The microfiche readers in OIA are of the older variety and few in number. Even though microfiche can be read on the analyst's light tables, it is used very little because microfiche is cumbersome to maneuver in target comparisons and suffers from degraded optic quality.

CLASSIFICATION AUTHORITY

Overall, OIA's effort is consistently strong in meeting its responsibility to protect classified information. This is especially true in determining the appropriate classification and controls relating to imagery derived data which make up the greatest percentage of OIA created documents. Determining the classification of collateral information seems to be more challenging because the need to do so occurs infrequently. Nevertheless, OIA clerical and professional personnel seek guidance from the designated SCI Control Officer who is responsible for OIA compliance with national policy guidelines for classification, compartmentation, and control of classified information. The SCI control officer ensures compliance by providing informal briefings, conducting periodic reviews of OIA produced documents, and distributing condensed versions of classification literature. OIA received a letter of commendation on its classification procedures as a result of the last inspection conducted by the Information Security Oversight Office (ISOO).

DIRECTIVES

OIA notices and directives are produced and distributed in a formal and systematic manner. The secretary to the Director of OIA maintains the numerical sequence for controlling issuances and retains copies of active and rescinded issuances for reference and archival purposes.

In addition, a set of Agency regulations, notices, and handbooks are maintained and controlled by the Director's office for use by all.

7

RECOMMENDATIONS

1. <u>Broaden the Role of OIA Registry by Transferring Certain Functions from NPIC Registry.</u>

   The pending move of OIA to Headquarters warrants that its Registry become more self-sufficient and less dependent on NPIC registry support. Through such independence, the efficiency of OIA's paper-flow and document control would increase greatly, the additional duties performed by the Registry would provide a consistent work load, and the improved service provided by the Registry would raise its credibility and gain the confidence of those being served. Outlined below are the basic functions that would be added to OIA Registry.

   a. The OIA Registry should perform the SCI control functions for OIA SCI correspondence.

      Currently, NPIC Registry performs this function. This is a partial duplication of OIA's internal control and sometimes delays mail arriving to OIA.

   b. The OIA Registry should be the initial focal point to receive OIA correspondence; the Headquarters mailroom should be requested to sort and bag OIA mail separately from the ⬚ mail that now is delivered to NPIC.   **STAT**

      Currently, OIA mail is received by NPIC Registry along with the mail for other tenants ⬚ This procedure causes unnecessary delays in mail delivery to OIA because of the heavy volume of correspondence that NPIC must sort, control, and deliver.   **STAT**

   c. OIA Registry should prepare all outgoing mail for transmittal via the Agency mail and courier system.

      Currently, outgoing collateral documents are receipted and packaged by the Division secretaries, while outgoing SCI documents are receipted and packaged by NPIC Registry. The fragmented flow of outgoing correspondence limits the ability of the OIA Registry to serve as a focal point for document accountability or responding to queries concerning the location or status of outgoing documents.

2. <u>Augment or Replace the Internal Courier Service Between NPIC and OIA.</u>

   OIA Registry should provide its own courier service between NPIC registry and OIA to coordinate more effectively the flow of OIA mail with the three scheduled courier runs from Headquarters which are at 0930, 1130, and 1430. An alternative would be for OIA Registry to augment the two existing NPIC runs at 1000 and 1500 hours to reduce the layover time for mail. While the current schedule of internal runs may be adequate for

outgoing mail, the number of runs for incoming mail is inadequate. As previously noted, mail arriving at 0930 and 1130 must wait until 1330 for delivery and mail arriving at 1430 must wait until 0830 the next day to be delivered.

3. Expand the Use of the Common-Use Automated Registry System (CARS) and Provide an Additional Delta Data Terminal for OIA Registry.

OIA Registry should increase the use of the CARS capability to control, track, locate, and retrieve documents. To be able to respond to queries or requests for documents, and for accountability purposes, OIA Registry should expand document control to include all collateral Top Secret documents, selected collateral documents of lesser classifications, and all outgoing SCI material. An additional terminal would be needed in the registry to enter the increased volume of data.

Only incoming SCI documents and some collateral Top Secret documents are currently entered into the system. Control of collateral Top Secret documents is split between the Registry and the Production Staff. Moreover, important substantive documents of lower classifications and most outgoing SCI documents are not being controlled via CARS. This practice reduces the system's effectiveness by excluding documents it should track and control.

4. Eliminate Manual Logging of Documents by Division Secretaries.

All OIA correspondence should flow through the OIA Registry. Through the expanded use of CARS, not only would incoming and outgoing correspondence be controlled, but the intra-office movement of correspondence would also be controlled. Documents passing between divisions or branches would be routed through the registry so that the document location could be updated and centralized control would be maintained.

Currently, the OIA registry controls only selected incoming documents to the division level. Division secretaries control the same documents again to the branch level, but there is no feedback to the registry to update their information. This decentralized procedure causes unnecessary duplication, incomplete control data at both levels, and loss of a focal point to track documents.

5. Upgrade One of the Information Control Positions in the OIA Registry.

One of the information control positions in the Registry should be upgraded to the GS-07 level. This would assist in freeing the registry chief to actively pursue his role as the Records Management Officer and create a backup to the RMO when he is unavailable.

Currently, the three information control positions are at the GS-06 level. If the Registry receives the additional duties recommended, a backup position will have sufficient responsibility to warrant upgrading. This position also would be officially recognized as the one expected to provide instruction and leadership when needed.

6. Establish an Additional Position in the OIA Registry to Handle the Film Control Function.

The main function of the OIA Registry is that of operating a film library. To fulfill this responsibility properly, a position should be dedicated solely to this activity. The ideal control of film would require service provided separately from the routine registry services (See Recommendation No. 7). Also, if the Registry provides the additional document control and mail handling services recommended, the combination of the dedicated film service and the extra registry duties will warrant an additional position.

7. Establish an OIA Film Reference Service to Operate Independently Within the Registry.

A film reference facility should be established adjacent to or in the new registry area. This facility should operate similarly to the NPIC film library. Access to film would be physically restricted by over-the-counter service provided by a dedicated individual who would maintain charge-out procedures. Film control would be automated with a system similar to the OASIS system used by NPIC which requires basic data such as the person's name, bade number, room number, and extension.

When searching for film in the Registry, analysts currently have to deal with cumbersome manual procedures. They have access to film in the Registry and handle the administrative charge out procedures themselves; therefore weakening film control and accountability. Over-the-counter service and automated control would free analysts from dealing with confusing manual systems for filing, controlling, and locating film, and would strengthen film accountability.

8. Initiate a Concerted Effort to Reduce Records Holdings in OIA.

The Records Management Officer should make a concerted effort to inform OIA personnel about the Agency Records Management Program. He should advise them of the disposition instructions for schedule items and provide guidance in the administrative process of transferring records to the Agency Archives and Records Center (AARC). To encourage participation and inform OIA personnel, tours of AARC should be scheduled for OIA branch chiefs, analysts, and clericals. These tours should include briefings and demonstrations to show how the system works.

OIA is beginning to experience a space crunch in most work areas because of growing files which require additional storage equipment. In a few months a new collection system is expected to increase incoming film from 600 frames per day to 2,000 per day. Moreover, the pending restructuring of some division work areas and relocation of the Registry later this year should provide additional impetus to begin reducing records. It is estimated that OIA records holdings could be reduced by one-third through destruction of unnecessary holdings and transfer of temporary and permanent records to the AARC. A good way to start would be to destroy the extra, supplemental copies of OIA publications.

9. Remove OIA Registry Organizationally From the Production Staff and Place It Under the Executive Staff of the D/OIA.

The OIA Registry should be placed organizationally under the Administrative Branch of the Executive Staff to allow more direct communication with the front office and regular managerial review to ensure efficient operation.

Being located organizationally under the Production Group has not given the Records Management Officer, who is also the chief of the registry, the authority necessary to gain the cooperation of those being served. This is especially true in the area of reducing files holdings or accepting procedural changes. The RMO needs to be more visible in his role but he also needs backing and support from top management. The RMO could be a greater asset to OIA clericals and officers in providing guidance on information handling and records management problems.

10. Establish Uniform Procedures for Document Handling and Control.

Standard operating procedures should be established and documented for the Registry personnel to follow. OIA Notices should be used to advise and inform OIA personnel of the established functions of the Registry and the new mail flow procedures.

The lack of written instruction or guidelines to establish the function of OIA Registry has left the offices it serves unsure of what registry functions are available to them. The lack of established procedures in the Registry also has resulted in disparities in the control and dissemination of documents. Registry personnel need updated profiles to distribute cables, reports, and NID items. The lack of clear reponsibilities has resulted in requests for support occasionally being discouraged or not met on a timely basis. This, in turn, has led to situations where the registry has been bypassed and NPIC Registry has been consulted for advice or support.

11. Standardize Files Equipment and Supplies.

Procuring filing equipment to accommodate film and hard copy holdings in the branches should be a coordinated effort among the OIA divisions, particularly for metal cabinets to house the new 11 inch wide frame film. The present film cabinets will not accommodate this new film size, which will be in use within a few months. Conserv-a-file units designed with roll-out shelves high enough to allow lateral filing of the old larger frame film and split shelves to hold trays of the new wider frame film should be procured. The units currently in use are not designed to meet particular film needs or built to hold the weight of film.

Supplies needed to maintain film files should be consistent among the branches for practical purposes and economical reasons. Under the auspices of the RMO, analysts should meet and exchange ideas and suggestions for uniformity in this area. Analysts are using various commercial supplies, cannibalizing old supply materials, or using items not intended for that particular use.

The compact movable shelving currently used in the registry is adequate to continue to house the registry film collection until the move to the Headquarters area. However, it must be determined if this shelving can withstand the internal move when the registry is relocated _____ The only item needed is suitable trays to hold the frame film. Metal trays for use with the shelving should be special ordered.

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12. **Establish an OIA Forms Program.**

OIA should request the guidance and assistance of the Agency forms manager in setting up a coordinated forms program and follow the established procedures of the Agency forms system. Operating in this fashion, the OIA forms program would be strengthened so that it could overcome the problems it is experiencing today.

OIA currently has no organized method to handle the design, reprint, consolidation, and reproduction of new, reprinted, or revised forms. It also does not provide for systematic storage and replenishment of forms. By assigning responsibility for forms to the RMO, an orderly process for the design, printing, and replenishment of management forms can be instituted.

13. **Institute a Policy for Protection of Record Case Files of DDI Publications.**

OIA should establish criteria for the creation of the case files of OIA publications and inform the analysts of their responsibility to maintain them in accordance with the DDI Records Control Schedule, Item 19a(1), entitled Intelligence Publication Files.

Record case files are not being maintained in any standard format, nor are they being kept in compliance with the records schedule.

14. **Increase Clerical Assistance in the Branches to Improve Files Management.**

Increased clerical support to the analysts by the addition of branch secretaries and intelligence assistants would relieve analysts of time consuming duties such as labeling film, trimming frames, collecting film from the registry, etc. This support would also benefit the analysts in keeping pace with maintenance of their records holdings. With this addition, branch files would be more widely used, and individual analysts' files would be better organized. File folders and file drawers would be appropriately labeled. Files would be organized, standard filing systems would be used, and indexes to file and retrieve data would be created and maintained.

15. **Update DDI Records Control Schedule.**

Unique film collections and machine-readable data bases should be considered for inclusion in the DDI Records Control Schedule. _____ the DI Records Management Officer should be contacted for guidance and assistance in the preparation and inclusion of these items.

STAT

This schedule, which governs the mandatory disposition of the records of DDI offices, does not contain schedule items identifying files series covering the unique film collections or automated data bases created by the analysts.

16. **Consider the Applications of the Automated Microfiche Storage and Retrieval Systems (AMSRS) at the Branch Level.**

A system that would encourage greater use of microfiche, significantly reduce paper holdings, and increase productivity of these files through easier access should be considered for use at the branch level.

AMSRS interfaces a microfilm store with existing computer systems to be used for the storage and retrieval of hardcopy material in the branch analysts' files. By using an automated index to hardcopy material converted to microfiche, a standard computer terminal could be used to retrieve information from an automated data base or from a microfiche store. AMSRS is currently being used operationally in SOVA with considerable success.

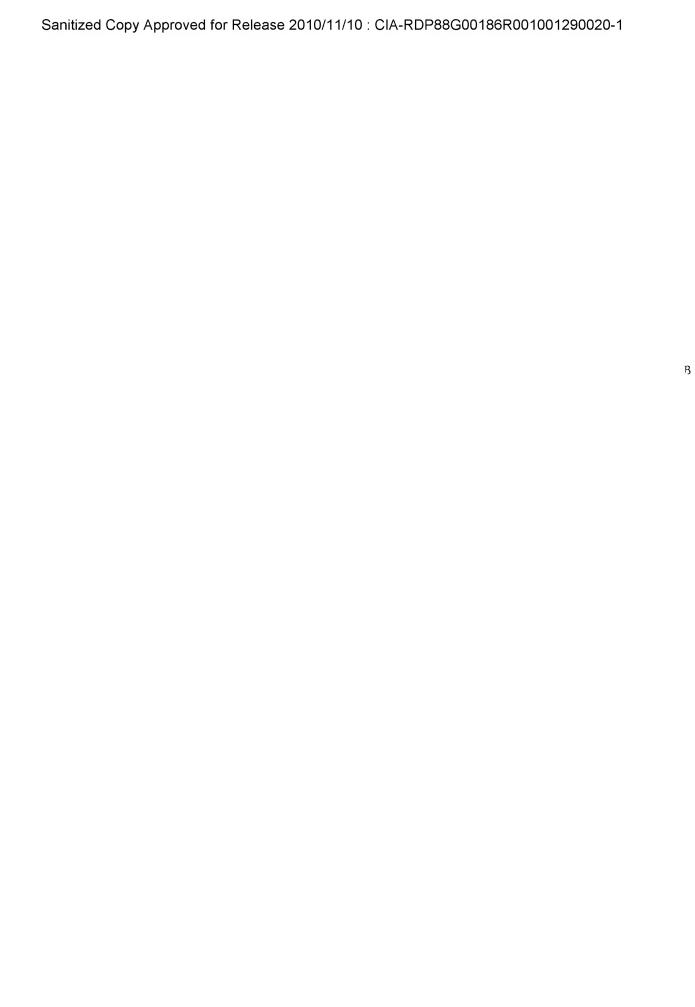17. **Include the Facsimile Machine and Hetra Printers in the Planned Relocation of the Registry.**

The facsimile machine and hetra printers should be included in the planned relocation of the Registry, preferably within the new registry area.

The registry services an adjacent facility housing a facsimile machine and two hetra printers. In the past the Registry was quite active in this role, but has gradually reduced its participation in and control of this equipment. Both of these operations will be included as standard services in future registries (Information Services Centers) planned for Ames Building and the new Headquarters Building.

18. **Establish a time frame Office-wide for Returning Roll Film From Each Mission to the Registry.**

Tighter guidelines should be established for the return of roll film to the registry for destruction or storage. This procedure would eliminate the unnecessary accumulation of film in work areas, reduce security concerns, and enable the Registry to build a reference set sooner.

The length of time roll film is currently held in the branches before return to the Registry depends more on personal preferences of the analysts than a particular requirement. Lack of storage space in the branches seems to be the main driving force to return roll film. The Registry provides the branches with a schedule to return film for destruction, but it is not enforced and thus film remains in the branches longer than desired.

13

B

ROUTING AND RECORD SHEET

SUBJECT (Optional)

OIS Survey of OIA

FROM:

Director, Imagery Analysis
3N109,

EXTENSION

NO.

DATE 28 Dec 84

STAT

TO (Office designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment)
	RECEIVED	FORWARDED		
1. D/MPS/DI 2F42 Hqs.				
2. Tom Y.				Wayne mentioned this at the DDI Staff meeting — at my request — and encouraged others to take the same route.
3.				
4.				
5.				
6.				
7.				
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14.				
15.				

STAT

FORM 1-79 **610** USE PREVIOUS EDITIONS

Administrative-Internal Use Only)

OIA-216/84
28 December 1984

MEMORANDUM FOR: Director, MPS/DI

FROM: Director, Imagery Analysis

SUBJECT: OIS Survey of OIA

Helene,

1. Last summer I requested that the Office of Information Services conduct a survey of OIA. My intent was to identify ways we could reduce our files, and to a lesser degree, check and see how we could improve our registry operations. Cleaning up our files would hopefully gain us some necessary space for analysts, and I wanted our registry to be less dependent on NPIC and ready to operate effectively when we move to Headquarters.

2. The results of the survey (attached) were quite revealing. First was the fact that our "registry" really wasn't operating as a typical DI office registry. It was a conduit with little document control and part film library. Second was the survey members' impression that we could either destroy or send [   ] about one-third of our files. We plan   STAT
to act soon on just about every OIS recommendation, and plan to hire an annuitant to help us implement the necessary changes.

3. The reason I am telling all of this to you is that I raised the matter with Dick K., and he told me to pass the info to you. Apparently among all of your other responsibilities you are charged with records management for the Directorate. You may want to outline the services OIS offers at an upcoming DI staff meeting to make sure the other offices know of them. This is particularly important as the crowding gets worse at Headquarters. And, other offices might want to see if they can streamline their registry functions and determine whether or not they are adhering to the Agency's numerous--and sometimes surprising--document control regulations.

                                                         STAT

Wayne Q. Strand

Attachment:
  a/s

Distribution:
  Original - Addressee (w/att)
        1 - DI/OIA/ODIR (w/att)

DI/OIA/[   ] (28 Dec 84)   STAT

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